“In times of drastic change it is the learners who inherit the future. The learned usually find themselves equipped to live in a world that no longer exists”

(Eric Hoffer)

Laboratory Medicine - The Forces of Change

“improve quality - decrease costs - reduce utilization”

“standardization - the new reality”

The management of quality, costs and utilization

- A definition of what is expected
- A system that measures variation from the expected
- A strategy for effecting and sustaining desired change
- A system for measuring and monitoring the impact of change

“A comprehensive, internet based quality management system can accomplish all of these objectives”

The Information Age

- Birth of the information age
- 1992 - Microsoft exceeds General Motors
- *the nerds have won*
- in the past we used tools to leverage our muscles - today we use them to leverage our minds (Bill Gates)

The Internet

- “the greatest tool ever invented”
- As fundamental tomorrow as the automobile is today
- A portal of communication
- A management tool for alignment

The Internet

- Human imagination - the factory asset
- Distribution of information to the end user
- Power shifting to the customer
- Digital systems - standardize process
- Accrued benefit - higher quality at lower cost

The Internet and Clinical Laboratories

- A worldwide "tool of stewardship"
- A shared system to harmonize process
- A vehicle for disseminating standards, guidelines and protocols
- A system for real-time sharing of performance data

The Internet and Clinical Laboratories

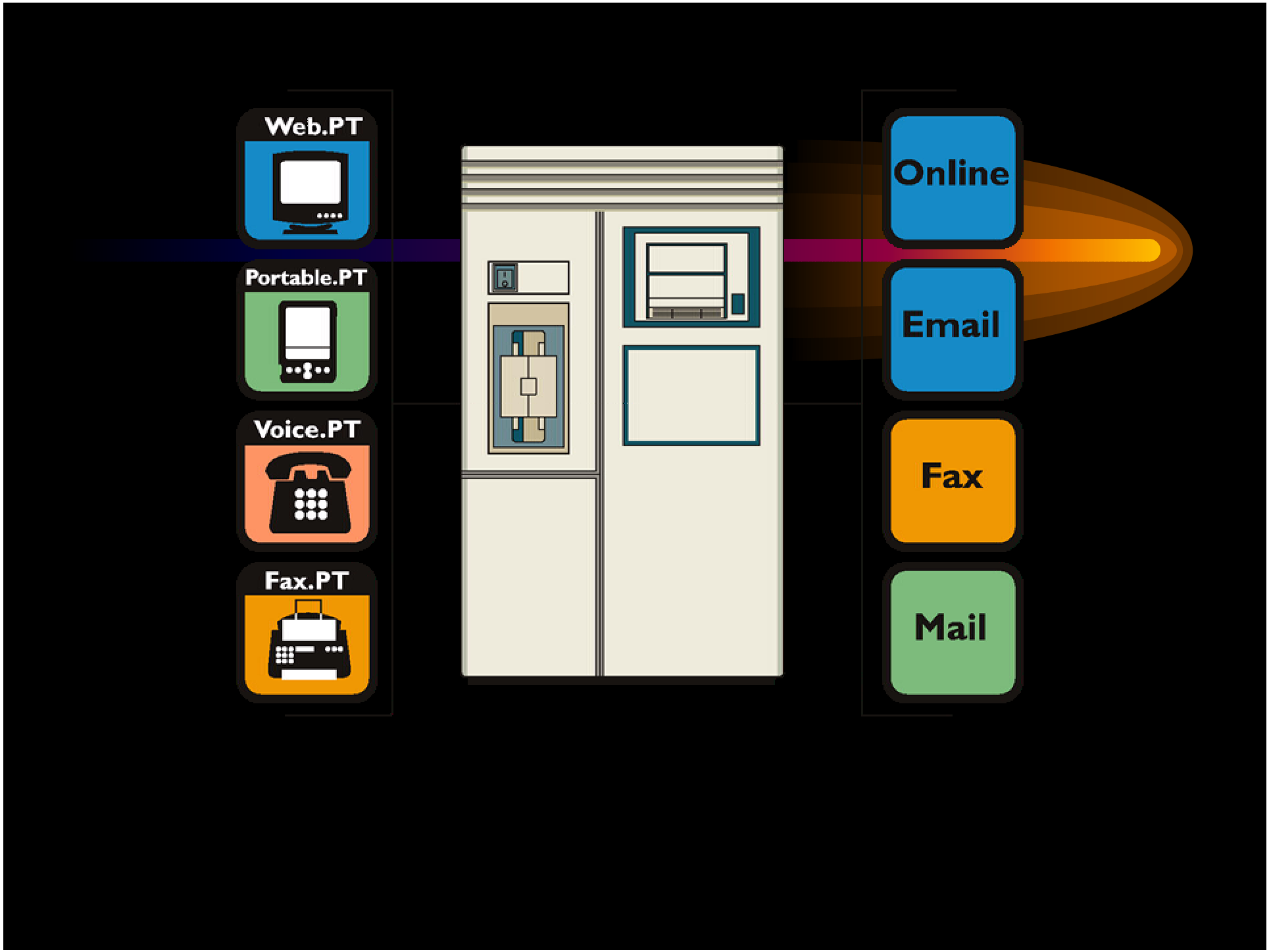
- Today's laboratories operate as islands unto themselves
- *" misery loves company"*
- In the future, network performance will be the "yard stick"
- "trueness" will be the analytical goal (JCTLM)

International Federation of Reference Method Laboratories

- International Federation of Reference Method Laboratories (IFRM)
- IFRM - a global collaboration for standardization
- CRMLN - “the prototype”
- Standards Institutes - definitive methods, primary RM

Proficiency Testing

Proficiency testing will move to the Internet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PT and the Quality Management Network

- PT will catalyze the formation of the quality management network
- This network will eventually become seamless with laboratory operations
- The network will provide a common communications portal for standardizing process

PT and the Quality Management Network

Forces of change

- Use multiple criteria to evaluate performance
- Migrate towards “ideal criteria” overtime
- Provide measures of “trueness”
- Evaluate relative to “trueness” using fixed limits
- Move towards the “ideal” as performance within the network improves
- Share information throughout the network

“Travelling to the future is like any other trip, it is hard to know about the destination until you arrive”

(Frank Ogden)